



Department of the Navy Civilian Human Resources

Deputy Assistant Secretary of the Navy
(Civilian Personnel/Equal Employment Opportunity)



REPORT 2001

CIVILIAN
HUMAN
RESOURCES



Foreword



As the leader of the civilian human resources (HR) community in the Department of the Navy (DON), the Deputy Assistant Secretary of the Navy (Civilian Personnel/Equal Employment Opportunity) (DASN(CP/EEO)) is responsible for ensuring and providing HR programs, policies and operations that support mission excellence. To accomplish this, the HR organization strategically supports the civilian workforce through the entire employment life cycle. This life cycle, which encompasses acquiring, retaining and sustaining employees, provides for a quality workforce capable of providing the human capital needed to accomplish the Navy and Marine Corps missions.

Under the direction of the Assistant Secretary of the Navy for Manpower and Reserve Affairs, the Office of the DASN(CP/EEO) (ODASN(CP/EEO)) is charged with the planning, development and evaluation of personnel and equal employment opportunity policies and programs and service delivery for 185,166 civilian employees. This responsibility requires innovative strategies and proactive measures throughout the employment life cycle.

To ensure successful deployment of its programs, the ODASN(CP/EEO) works with the Human Resources Operations Center (HROC) to deliver a comprehensive DON-wide HR program. The ODASN(CP/EEO) staff sets HR policy and provides program management in support of front-line managers. The HROC directs HR service delivery and manages the HR Information Technology program for the DON and executes Echelon II and financial management requirements. The HROC oversees and manages Human Resources Service Center (HRSC) operations.

The delivery of HR services utilizes a framework that incorporates three essential elements:

- A body of public policy laws and regulations based on a comprehensive set of merit principles;
- Military and civilian managers, supervisors and team leaders who manage the civilian workforce in accordance with law and regulation; and
- HR management experts who execute actions and serve as advisors to management and employees.

This report highlights the recent accomplishments and future planning of the DASN(CP/EEO) in providing the DON with the HR support needed to ensure mission success. For additional information about the ODASN(CP/EEO) organization, visit the website at www.donhr.navy.mil.

We ensure that the right people are in the right place at the right time to support the mission of the Department of the Navy.

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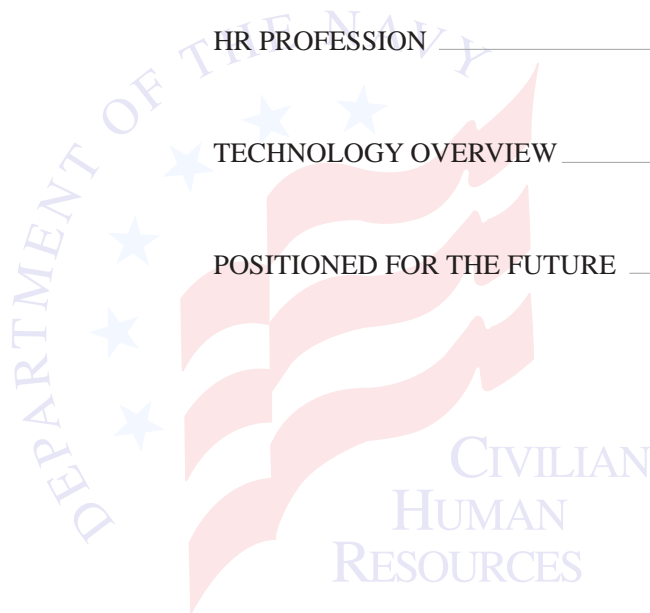
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Message *from the*

Deputy Assistant Secretary of the Navy

(Civilian Personnel/Equal Employment Opportunity)



Betty S. Welch

Successful organizations of the 21st century need forward-thinking plans to attain and maintain a human capital competitive advantage. This is true not only for private industry but for government as well. The Office of the Deputy Assistant Secretary of the Navy (Civilian Personnel/Equal Employment Opportunity) (ODASN(CP/EEO)) and the Human Resources Operations Center (HROC), which reports to the DASN(CP/EEO), play pivotal roles in ensuring the Department of the Navy (DON) achieves that competitive edge.

The DON is facing significant operational challenges, budget reductions, competing priorities and emerging issues. Each requires flexible and responsive support systems from the civilian Human Resources (HR) community. Remaining proactive in providing the DON with strong HR leadership and direction will allow leaders to invest wisely and effectively in people-implementing strategies. These strategies must balance risk against return, capitalize on core competencies and help manage change on a local and global basis. The HR community is charged with the stewardship of the DON's civilian workforce HR management program; ensuring that the right people with the necessary skills and experience are in the right place, at the right time and making HR management integral to the business process of the DON.

Recruitment, retention and workforce development are high priorities for the entire DON. To succeed, we must strongly advocate policies and programs that support the DON's interests while continuing in our efforts to diversify the workforce to represent the face of our Nation. People are our success. Knowing this, we cannot successfully navigate the future without assessing our current capabilities and the health of HR management across the DON. Assessment and analysis play a critical role in providing both leaders and managers with the HR information they need to make essential business decisions. The ability to look candidly at our strengths and weaknesses is a requirement, not an option, for premier organizations.

The ODASN(CP/EEO) and the HROC have worked diligently to meet these many challenges. I am extremely proud of the accomplishments highlighted in this report. It has been my top priority to focus on setting clear direction and policies that strengthen the DON's management of human capital. Improving the efficiency and effectiveness of all HR processes will continue to be one of my primary objectives.

As the DASN(CP/EEO), I have the privilege of working with an outstanding team. These HR professionals form the vital link between senior leadership and front line operations. It is through their dedication and hard work that these accomplishments have been realized. Their efforts will continue to make a strategic contribution to the DON's core mission by finding solutions to the DON's HR challenges.

A handwritten signature in black ink that reads "Betty S. Welch".

Betty S. Welch
Deputy Assistant Secretary of the Navy
(Civilian Personnel/Equal Employment Opportunity)

Workforce Shaping

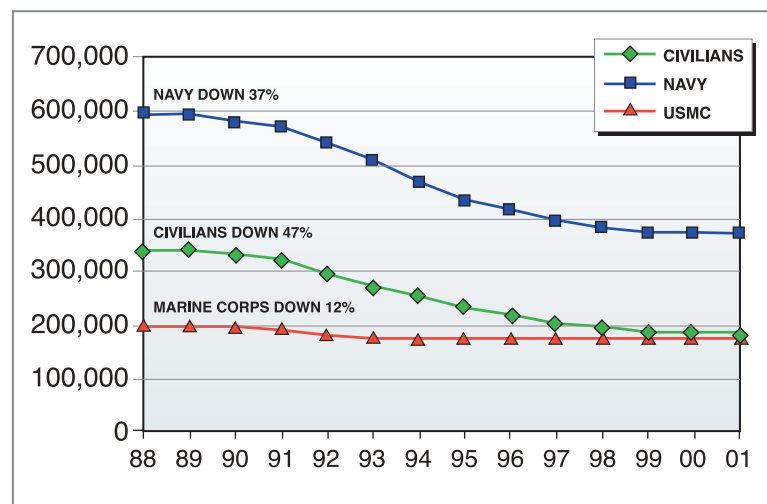


The employment life cycle begins with workforce shaping. Recruiting and hiring the right mix of hard (function/technical) and soft (communication, leadership, etc.) skills is the cornerstone of maintaining current readiness while preparing for future requirements. To that end, workforce shaping must be focused on developing the right size workforce with the skills, experience and diversity to meet the demands of supporting the DON.

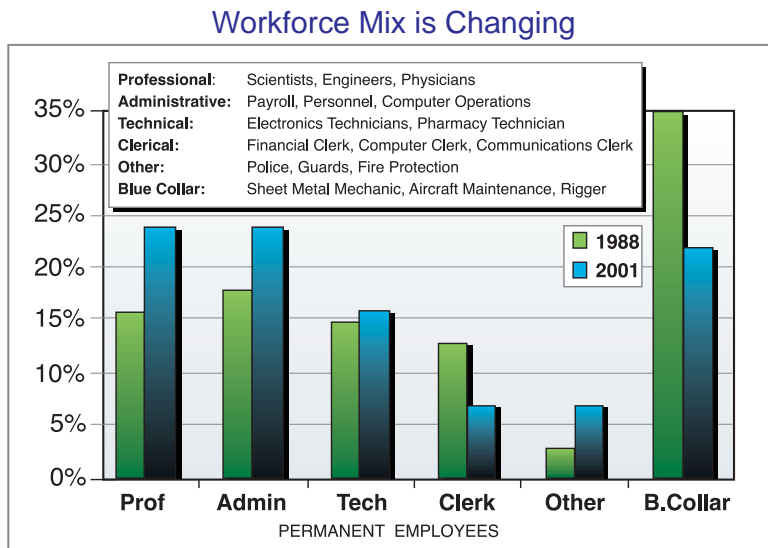
The ODASN(CP/EEO), in support of the senior management team, provides leadership in identifying current and future workforce needs through proactive HR management. These needs are influenced by shifts in demographics, changes in the security and economic environment, faster cycles of technical innovation and increased performance requirements. Coupled with this, the DON has experienced a reduction in the civilian workforce of 48 percent in the last 12 years.

The chart below shows that, proportionally, the largest impact during this drawdown has been in the civilian workforce. The Navy and Marine Corps military manning levels were reduced by 36 percent and 13 percent, respectively, while the civilian workforce was reduced by 48 percent. The DON continues to face additional downsizing through FY07, when the civilian workforce is expected to be at 170,000, the smallest level since before World War II.

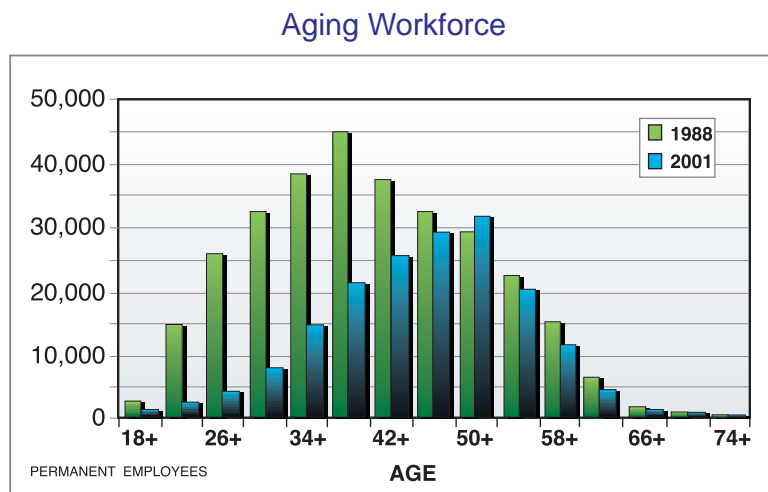
**DON Drawdown
1988 - 2001**



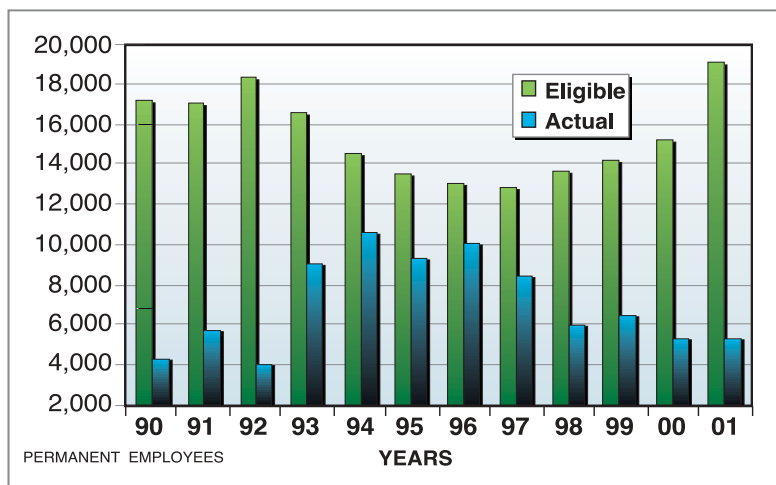
This drawdown has had a significant impact on key career fields identified as critical to mission success. This change is illustrated in the chart below.



Exacerbating this problem is the changing demographic as the workforce ages and more people become eligible for retirement (see next two charts). In the coming years, it is expected that 47 percent of engineers, 55 percent of scientists, 70 percent of computer specialists and 64 percent of contract specialists will be eligible for retirement.

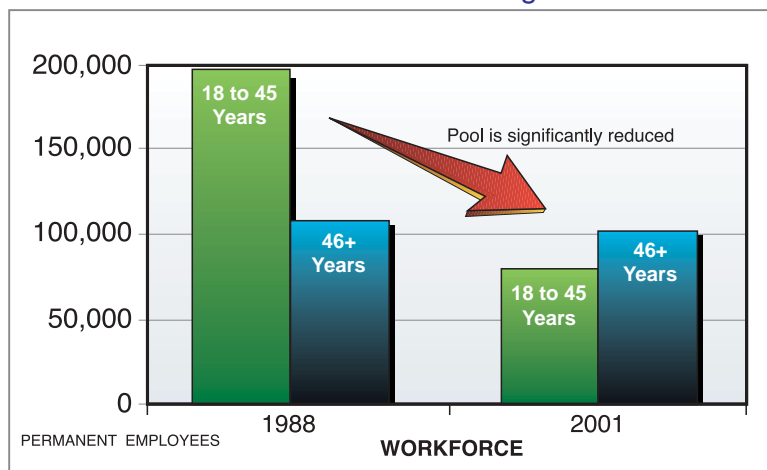


Retirements



In light of the drawdown, the DON must take strategic action if it is to ensure that the needs of the mission are met. Succession planning is a proactive workforce shaping tool for responding to these impacts. The chart below depicts this need:

Succession Planning



The dynamics associated with these dramatic events and prolonged downsizing have left a civilian workforce requiring strategic workforce shaping. Below are examples of the efforts the ODASN(CP/EEO) undertook to improve the DON's endeavors in workforce shaping and ensure continued success:

- **Recruitment Consortium** was established.
 - Assists major commands in their recruiting planning efforts.
 - Provides synergy among the various recruiting elements within the DON.
 - Provides recruiters with information that will increase the effectiveness of recruiting efforts at the Annual Recruiters Conference.
 - Implemented recruiting incentives to attract and maintain a strong workforce, including a Student Loan Repayment Program and the Federal Career Intern Program.

- **Senior Executive Service (SES)** resources are corporately managed. They worked closely with the DON Civilian Executive Resources Board (DONCERB) and the DONCERB Advisory Group (DAG). The DAG process allows the DON to better assess workforce planning requirements and leverage SES resources against those requirements. These efforts resulted in establishing the most efficient and effective SES staffing process in the Department of Defense (DoD).
- **Hiring Trends** were monitored to identify areas where salary lags negatively impacted the ability to attract candidates. Efforts to address recruitment and retention problems at both the DON and the local level included:
 - Implementation of a special IT salary rate;
 - Implementation of air traffic controller premium pay;
 - Approval for a variety of special salary rates, including pharmacists and police officers; and
 - Development of a plan for monetary strategies to address the DON-wide nursing shortage.
- **Separation Incentives** were approved that allow the commands to take early action when a change in skill mix is needed, rather than waiting for a more extreme scenario leading to a Reduction in Force (RIF). These incentives proved successful with 186 special buyouts that allowed commands to encourage the retirement of individuals whose skills were no longer required.
- **Acquisition Workforce** was reengineered in partnership with the Assistant Secretary of the Navy (Research, Development and Acquisition) to ensure the acquisition workforce more effectively meets the DON's current and future needs.
- **Classification Studies** reviewed approximately 400 GS and WG positions as a result of consistency studies in the areas of calibration work, HR management and housing management. The DON classification guidance was revised and placed on the Web to ensure that both managers and HR professionals have access to the information they need to classify positions properly. New classification standards covering 10,000 positions were assessed to ensure that they did not negatively impact the civilian workforce.
- **Presidential Management Intern Program (PMI)** was reinvigorated to recruit outstanding men and women, at the GS-9/11 level. In 2000, 15 PMIs were appointed, more than the total number in the past 10 years. In 2001, 19 new interns were hired, for a total of 34 PMIs brought on in just two years. The program offers managers an opportunity to non-competitively hire pre-screened candidates who hold advanced degrees in a variety of disciplines.
- **Workforce Analysis and Restructuring Plan** was developed by the ODASN(CP/EEO), as the DON representative for DoD, in response to the Office of Management and Budget Bulletin Number 01-07. A workforce analysis was submitted as part of the FY 2003 budget submission and annual performance plan. The goal of the restructuring plan is to make government citizen-centered, to break down the distance between citizens and decision makers. This would result in a flattening of the Federal hierarchy, reduce the number of layers in the upper echelons of government and use workforce planning to help agencies and redistribute higher-level positions to front-line, service delivery positions.
- **Recruitment of College Students with Disabilities** was initiated. The DoD funded program is a primary recruitment source for potential full time employees. 60 students were hired, exceeding the original goal of 30 students.



Workforce Development



Workforce development is the second critical component of the employment life cycle. The two elements of workforce development: growth and learning opportunities and advancement and recognition; support employees as they advance in their careers within the DON. The ODASN(CP/EEO) is charged with developing programs and processes to support employees and managers in this endeavor.

This stewardship of the civilian workforce is especially critical at this time in the DON. As was noted in the Workforce Shaping section, the DON is facing a major shift in the composition and skills of the workforce mix. As the numbers of personnel in the various career fields change, workers may require new skills or special support in their transition between and within career fields.

Growth and learning opportunities come in a variety of formats, all with the goal of aiding employees in moving successfully through their jobs and careers. These opportunities include:

- Partnerships with industry and academia to promote greater mobility between the government and industry;
- Classroom, web-based, or computer-based training;
- Fellowships;
- Mentor programs;
- Rotational experiences; and
- Professional and technical seminars.

These, as well as advancement and recognition tools such as awards and incentives, have been shown to be a powerful tool to motivate employees and reduce turnover. Below are highlights of the efforts of the ODASN(CP/EEO) to develop a strong civilian workforce:

- **Training** developed and provided in the following:
 - **Dealing with Adversity** and other online courses were developed in partnership with the Chief of Naval Education and Training. These courses leverage materials designed by the U.S. Department of Agriculture Graduate School, as well as online facilitation with chat-rooms, threaded discussion, case studies and examinations.
 - **Civilian HR Management** training was developed and delivered to 80 military managers receiving their first shore command to ensure an understanding of the rights and responsibilities of civilian employees.
 - **Civilian Personnel Law** training (basic and advanced) was provided to 300 of the DON's active duty attorneys at the Naval Justice School in Newport, Rhode Island. Similar training was provided to approximately 100-field counsel and assistance was given in hosting civilian personnel roundtables designed to discuss the most current and critical topics in the field.

- **Defense Leadership and Management Program (DLAMP)** was managed corporately by bringing 77 new participants on board. This brought the total number of DON DLAMP participants to 343 employees.
- **African American Executive Career Planning Seminar** (124 attendees) and the first **Hispanic Executive Career Planning Seminar** (106 attendees) were hosted demonstrating the DON's commitment to diversity in the executive corps.
- **Biannual Secretary of the Navy (SECNAV) Executive Forum** at the Brookings Institution, hosted by the ODASN(CP/EEO), contributed to lifelong learning among the SES community.
- **Three DON Forums** were hosted to enhance the employment and advancement of Hispanics, African Americans and Persons with Disabilities. These forums were highly attended and received strong support at the IMAGE Conference, Blacks in Government Conference, and the Perspective on Employment of People with Disabilities Conference.
- **Alternative Dispute Resolution (ADR) Mediators** were certified to provide quick and efficient resolution of workplace disputes and complaints from employees. Unresolved issues seriously impact an organization's morale and productivity and can result in significant costs due to litigation. The ADR program is designed to enable both employees and managers to return to the mission at hand. In 2001, 56 mediators were certified with an additional 22 readied for certification.





Workforce Management



Workforce Management ensures that HR policies, programs and implementation procedures are in place to ensure managers and employees can successfully focus on their core missions and job responsibilities. Instructions, guidelines and assessments (with appropriate analysis) are generated to provide the tools that will heighten productivity and improve both the quality of work and the workplace.

The ODASN(CP/EEO) is committed to building a comprehensive workforce management system, which encompasses the ability to lead individuals and groups effectively by developing, communicating and demonstrating vision and innovation, professional ethics, business acumen and a commitment to people. Managers require HR support and information that is timely and accurate if they are to effectively direct and develop their employees.

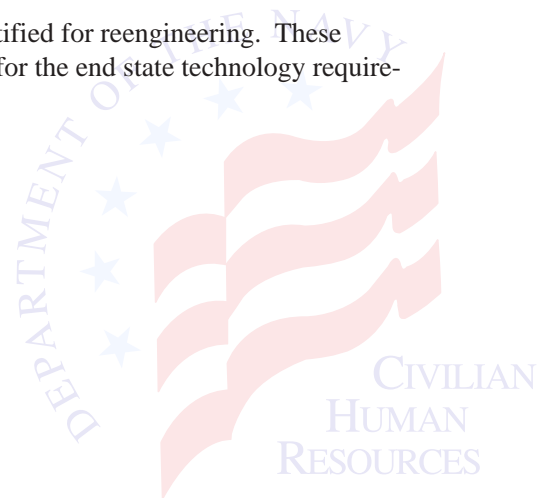
The responsibility for HR management rests with the Commands and individual managers who supervise increasingly diverse workforces of military, civilians and contractors. The ODASN(CP/EEO) understands the challenges facing these leaders and the need for effective and innovative tools to streamline and simplify the HR management responsibility. Through assessment and analysis of HR practices, managers have the information and data needed to manage their workforce.

Highlights of the activities and initiatives that have enhanced Workforce Management are detailed below:

- **Functionality Assessment (FA)** was conducted of the HR community. The overall objectives of this assessment were to (1) clarify HRSC and HRO roles and responsibilities, (2) align customer requirements with the HR service delivery system and (3) utilize new technologies to reduce workload and achieve DON-mandated goals. The assessment focused on the following components of HR:
 - Cost of services provided;
 - Key processes used to deliver services;
 - Organizational alignment; and
 - Current technology and pending enhancements as they relate to delivery of personnel services.

Recommendations:

- Process reengineering: Nine key functions were identified for reengineering. These reengineered processes will establish the foundation for the end state technology requirements. The nine functions were:
 - Staffing;
 - Processing personnel actions;
 - Official Personnel File maintenance;
 - Training delivery and administration;
 - Benefits;
 - Classification;
 - Connection to payroll;
 - Standard and ad-hoc reporting; and
 - EEO.



- Technology: Manager and employee self-service access to information and transactions was the cornerstone of the recommendations. Redesigned processes will take advantage of web-based, commercial off-the-shelf applications allowing managers and employees to perform actions directly on the desktop.

The results of the FA were briefed to senior leadership and an HR Reengineering Office has been established to implement the approved recommendations.

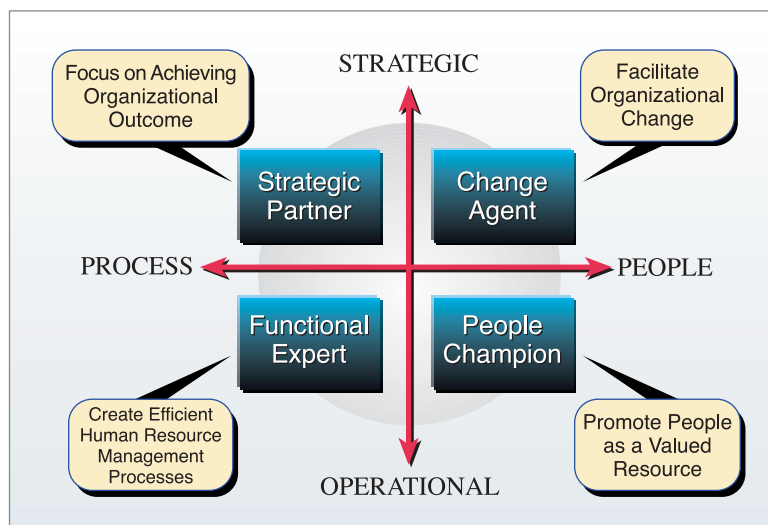
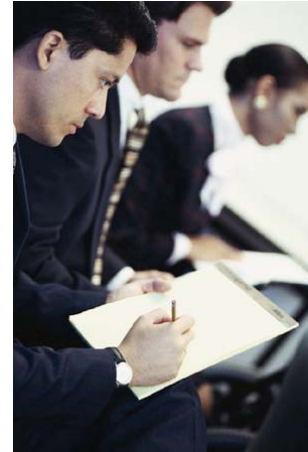
- **Navy Marine Corps Intranet (NMCI)** transition was closely coordinated with HR personnelists to ease the impact on the workforce. NMCI is a comprehensive DON-wide initiative that will make the full range of network-based information services available to sailors, Marines and civilians for all aspects of their work.
- **Directors of Civilian Personnel Programs (DCPP) Meetings** were held quarterly to discuss high-level issues related to the DON civilian workforce and develop program and policy requirements for Workforce Management. The group focused on:
 - Review of HR/EEO policy and programs for the DASN(CP/EEO) for delivery to the DON.
 - Identification of major command HR needs to develop policies to address those issues.
 - FY2001 initiatives:
 - Workforce restructuring and organizational streamlining efforts by the new Administration;
 - Quality of life, e.g., telework;
 - Civilian recruitment policy;
 - Review and initiation of Unified Legislation and Budget proposals;
 - HR self assessments; and
 - Distance learning.
- **DON HR Website** was updated and improved to support effective communication and management of the civilian workforce. The site, <http://www.donhr.navy.mil>, provides the latest civilian HR news and pertinent links to HR management information.
- **HRM Self-Assessment Program** was developed and implemented for commands, activities and DON HR service providers. The program incorporates elements of the Presidential Quality Award and the Malcolm Baldrige assessment methodology. Managers use the tool to assess and improve their management of human capital to better accomplish mission requirements. HR service providers are able to assess balanced achievement of timely service, quality products, efficient operation and process accountability.
- **EEO Accountability Tool “Diversity Scorecard”** was developed and deployed to compare the DON workforce diversity efforts to Army, Air Force and other Federal agencies. This tool displays individual command performance on hiring, separations and promotions for all under-represented groups. Commands use the scorecard to learn techniques and strategies from others who have been successful in meeting EEO goals.
- **Civilian Discrimination Complaints Management Program** task group was convened to update the DON instruction and associated implementation directives to ensure discrimination complaints are processed in accordance with the most recent regulatory changes and incorporate the DON’s most effective and efficient business strategies.

- **New Equal Employment Opportunity Complaints Resolution Process** was implemented. New procedures were made available that incorporate the best practices from a two-year pilot program. Best practices include:
 - Menu of dispute resolution options;
 - Local development of case files; and
 - Delegated authority to heads of field activities and commands to issue final DON decisions on complaints.
 This has resulted in:
 - 85 percent reduction in process time;
 - 86 percent reduction in costs — including cost avoidance of \$6 million in labor costs; and
 - 92 percent resolution rate when compared to the traditional process.
- **SECNAV Final Agency Decisions** were issued in a timely manner for cases not resolved through the ADR process thus eliminating a significant inventory. 435 merit decisions were issued and 161 other cases were closed out. Although an average of 45 additional requests for SECNAV action are received each month, inventory has been reduced from 107 at the beginning of the FY to 64, a 40 percent reduction; and nothing in the current inventory is more than 6 months old. The FY-02 goal is to reduce the on-hand time to less than 5 months.
- **HRSC Assessment** was conducted to identify areas where process improvements or additional resourcing may be needed and to identify best practices and areas for further automation. The HRSC average for processing recruitments from internal sources improved from 52 days to 45 days and for external sources from 60 days to 56 days.
- **Quality Control Checks** on personnel transactions and payroll data were run at HRSCs to ensure compliance with all rules and regulations. With the onset of the Modern Defense Civilian Personnel Data System (Modern DCPDS) deployment, this quality control check was intensified. As a result:
 - Suspect quality control errors were reduced by 90 percent;
 - DON conversion to the Modern DCPDS system was expertly executed; and
 - Payroll errors were significantly reduced and are now within the specified limits.
- **Congressional and Employee Inquiries** (over 1000) were responded to, on average, in 3 weeks or less. The issues involved the entire spectrum of HR operations:
 - EEO issues - 28 percent
 - Compensation - 26 percent
 - Staffing - 23 percent
- **HRSCs Processed** over 341,914 personnel actions, of which 22,273 were recruitments. Additionally, the HRSCs arranged for and managed the logistics for training courses attended by 167,758 DON employees.

HR Profession

The HR profession is undergoing dramatic shifts in roles and responsibilities, both in government and the private sector. This transition reflects the changing needs of customers who require strategic HR thinking, planning and proactive performance management strategies. Additionally, managers and employees increasingly want HR information and services that can be easily accessed and individually managed, such as benefits, job opportunities and training.

These changes were also highlighted in the Naval Personnel Task Force (September 2000) report, “A Strategic Human Resource Management System for the 21st Century.” This report found that the future role of the HR professional is changing to include a people-process dimension and an operational-strategic dimension. With the influx of technology, the HR profession will not only process transactions, but will expand to “become strategic partners (working directly with line organizations to improve performance) and change agents (shaping and supporting culture and enabling organizational development).” The picture below illustrates the multi-faceted role of the modern HR professional.



From “A Strategic Human Resource Management System for the 21st Century”, Naval Personnel Task Force, September 2000.

HR was one of the 20 communities recognized by the Vice-Chief of Naval Operations Task Force on Civilian Manpower and Personnel Management as being core to mission accomplishment. Accordingly, ongoing HR efforts will be included in the new Career Communities initiative to ensure that the civilian HR community has the skills, education and training to meet future demands.

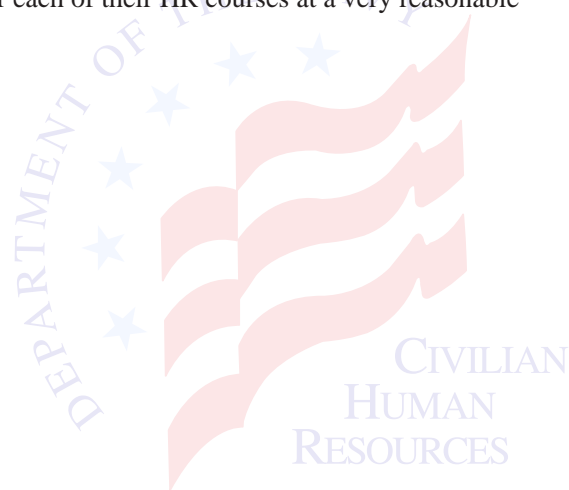
The current HR community is comprised of approximately 2940 civilian personnel and professional HR specialists in labor relations, employee relations, staffing, classification, training and EEO. The civilian HR community must respond to their own internal challenges while maintaining a focus on the mission to recruit, retain and sustain the civilian workforce.

Like the rest of the DON civilian workforce, the HR community faces challenges as a result of dramatic downsizing. Only 1.5 percent of HR employees are under 30 years of age. While the average age is 45, 81 percent are over 40 years of age and 66 percent are eligible for early/optional retirement. It is clear that HR skills are vital to the accomplishment of the DON's goals and objectives. Thus, the numbers become significant in that potential HR skill imbalances must be addressed in a manner that ensures a stable and competent HR workforce.

To ensure that the HR community successfully serves the DON's mission, the ODASN(CP/EEO) is developing an integrated strategic workforce planning approach to determine the competency requirements for critical HR skills. This strategic planning approach will include: (1) an inventory of current workforce HR knowledge and skills; (2) projections for the future knowledge base for our workforce; (3) identification of gaps in the skill base, with strategies identified for improvement; and (4) implementation strategies.

The following activities reflect the ongoing efforts being taken to ensure HR expertise and capabilities are developed and sustained.

- **Human Resources Career Development Program** (OPM approved) developed and deployed.
 - This competency-based certification process prepares HR professionals to address the needs of customers quickly and accurately.
 - Conducted a pilot class of 42 participants at the GS-5/7/9 level in December 2000.
- **Human Resources Intern Program** was implemented in 2001 and will expand the Human Resources Career Development Program. Two additional certification levels, one for GS-11/12/13 and another for GS-14/15, are scheduled for implementation.
- **DON HR Function** was assessed to ensure that employees have access to resources, training programs and continuing education courses that help build HR skills.
 - HRSC-sponsored regional conferences provide an opportunity to update and develop HR expertise in all functional areas.
 - Partnered with the Department of Army, Civilian Personnel Operations Center Management Agency at Aberdeen, MD to reserve seats for each of their HR courses at a very reasonable cost.



Technology Overview



Information technologies have become the backbone of the HR business. These technologies allow the HR professional to focus on providing value added support to managers in the form of HR advice, guidance and strategic planning to maximize human capital and performance results.

The HROC is responsible for the design, development and maintenance of the DON HR Information Technology (IT) architecture, using and sustaining the DoD Modern Defense Civilian Personnel Data System (Modern DCPDS) and its attendant infrastructure. The Modern DCPDS provides electronic processing of personnel actions and captures and maintains demographic and transactional data on the DON civilian workforce. The system also serves as the official reporting source for DON civilian data within DoD, external agencies, Congress and the courts.



To augment the technology support offered by Modern DCPDS, the HROC undertook a Functionality Assessment to achieve the following objectives:

- Clarify HRSC and HRO roles and responsibilities;
- Align customer requirements with the HR service delivery system;
- Identify new technologies to reduce workload and achieve DON mandated budget goals; and
- Reengineer HR processes to ensure effectiveness and efficiency levels are attained.

Self-service for managers and employees was the cornerstone of the technology recommendations resulting from the assessment. By redesigning processes to use customized web-based commercially available applications, employees can access and manage HR information. Managers have the added ability to utilize information in their recruitment, employee support and reporting requirements. The HROC has developed a two-year business plan that defines a carefully integrated set of goals and objectives that support the successful attainment of the desired HR service delivery end-state. This includes the e-HR Portal, the web point of entry for all DON HR systems. The figure below depicts an applications view of the planned HR IT architecture applied to reengineered processes within this e-HR portal.



The key applications and other critical HR IT initiatives are highlighted below:

- **Modern Defense Civilian Personnel Data System (Modern DCPDS) conversion.**

Modern DCPDS is a large-scale information system, replacing the original outdated Defense Civilian Personnel Data System. Modern DCPDS is the singular source for civilian personnel information within DoD. The DON has been converted to Modern DCPDS, with the exception of HRSC Europe, which will come online in the 2nd Quarter of FY02. The detailed planning and coordination of the HROC San Antonio Modern DCPDS team ensured a successful deployment.

- **Employee Benefits Information System (EBIS)** enables employees to access benefits information, retirement calculations and effect health, life and Thrift Savings Plan (TSP) transactions via the Web. The EBIS was installed at all HRSCs in FY01; deployment throughout the DON will be completed in FY-02. An interactive voice response system allows the civilian workforce to obtain benefits information and to transact health, life and Thrift Savings Plan actions over the phone. During FY-02 a cost-benefits analysis will be conducted to determine the feasibility of expanding to HRSCs DON-wide.

- **Automated Recruitment Tool (ART)** is a suite of web-based recruitment tools that assist managers in recruitment decision making and initiating recruitment requests; facilitate an applicant's ability to conduct a job search and apply for DON positions; and enable HR specialists to process recruitment actions in a more timely and efficient manner.

- **Resumix** supports the ability to source candidates, track applicants, manage skills, and integrate within the larger HR processing environment. A resume builder was developed which allows employees to generate and submit an electronic version of their resume to the Resumix tool suite. This capability has been fully deployed to the DON HR community.

- **Cognos** is a suite of business intelligence tools used through Datamart. It provides current and historical civilian personnel and transactional data and maintains this data for use in planning, analysis and reporting.

- **Datamart** provides the DON managers and HR specialists access to relevant DON civilian personnel data for use in decision support, report writing and business intelligence and analysis. The Datamart is operational and supporting a wide range of HR functions.

- **Vacancy Announcement** automation allows the posting of job vacancies through the use of a standard transaction format. This system is in place throughout the DON HR community. Key 2001 activities included:

- Enhancement of the search engine to enable applicants to search for positions by series, grade, salary, city and state.
- Installment of a resume tracker program that enables applicants to ascertain the status of their resumes via a self-service web program.

- **Pilot Human Resources Benefits Call Center (HRBCC)** provides information on health insurance, life insurance and Thrift Savings Plan for approximately 40,000 DON civilian employees in the Northeast United States. The DON has contracted for the development and management of the HRBCC pilot. The results will be assessed to determine the feasibility for Navy-wide use.



Positioned for the Future



Times of significant change also bring times for significant opportunity. The ODASN(CP/EEO) and the HROC are proactively reengineering processes and planning for the future; aggressively assessing the full continuum of HR service delivery, identifying customer needs, identifying industry and government best practices and implementing strategies to deliver an HR organization that will meet current and future requirements.

The DON is rapidly increasing its use of complex and sophisticated technologies in support of its missions. To develop and sustain these cutting edge capabilities, the workforce of the future will be a strategic mix of military, government employees and contractors. Leadership will require flexible and responsive HR tools to facilitate workforce shaping, development and management to meet rapidly changing demands.

The HR community is facing many of the same issues confronted by other professions in the DON: downsizing, changing demographics, retirements and competitive labor pools. In preparing for the future, the following critical success factors must be addressed in HR strategic planning:

- HR professionals have the skills, knowledge and expertise to be key advisors to the leadership of the DON in civilian workforce management and to support total workforce management concepts.
- Technology provides the HR professional and front-line manager with the information and tools needed to effectively and efficiently manage its HR responsibilities and requirements.
- DON leaders engage in civilian workforce planning issues including career management and individual employee development.
- The HR service delivery model is comprised of reengineered processes, supported by technology and HR expertise, resulting in improved performance and bottom line results.
- Ongoing and aggressive assessment and analysis of policy, programs and operations ensure challenges are met and opportunities are optimized.
- A skilled workforce reflects our nation's diverse population.

In partnership with our customers and military counterparts, we are committed to making our vision, the "Right People, in the Right Place, at the Right Time," a reality for the Department of the Navy.